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RGD \_\_\_\_\_  
LGW *✓*  
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JJB \_\_\_\_\_

19 JUL 1967.

**MEMORANDUM FOR:** Director of Training

**SUBJECT** : Review of Training Program for  
Career Trainees

**REFERENCE** : Memorandum fr Executive Director-  
Comptroller rom DDI, Subject:  
Inspector General's Survey of the  
Career Trainig (CT) Program, dated  
13 June 1967

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1. In my comments on the Inspector General's report (reference) I agreed with the recommendation that the length of the training progrt for Career Trainees to be assigned to the Intelligence Directorate can be reduced. At the request of [REDACTED] I have had the program and individual courses viewed to see what subjects could be eliminated or shorted.

2. Before making specific recommendations, I think that we must first consider w<sup>t</sup> the objectives of the training program are. In theast few years, the CT Program has changed from the lining of a small number of highly selected individual with potential to assume the most senior positions in the Agency to a major re- cruiting and training program<sup>r</sup> a significant number of professional employees. The training program does not seem to reflect the changn the overall CT Program. With this change in concept, believe that it is no longer necessary to train so extensively and intensively.

3. Another present obje<sup>r</sup>e of the training program appears to be the determinat of the directorate to which the CT will eventually be asmed. I doubt that a series of courses is the most apprete vehicle for measuring a CT's aptitude and interest<sup>r</sup> a particular directorate.

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

**SECRET**

I recognize the difficulties involved in making this selection with your limited staff and large number of students. But I believe that there are more efficient methods, such as a more intensive assessment program, for determining directorate assignments. If this approach is accepted, one of the reasons for the length of schooling is eliminated.

4. It is important to clarify whether the purpose of the courses is to familiarize the student with each office and its work, or to teach the students how to do the work. I believe that familiarization should be the purpose of the introductory courses (Introduction to Intelligence, International Communism, Intelligence Techniques and Operations Familiarization). As presently scheduled and constituted, I doubt that students can really learn how to do the work in these introductory courses. Even if it were possible, it is not necessary to teach a person going into the Support Services Directorate how to produce an intelligence estimate, for example. On the other hand, those students going to the Intelligence Directorate will learn how to do the work in the Intelligence Production Course.

5. With these thoughts in mind, I believe there are several different approaches to structuring the courses. One would be to have a single introductory familiarization course of about eight weeks for all students. The content could be designed to give the student an overview to familiarize him with each office. This would lessen the duplication and repetition which comes about from the present system of having a two-week Introduction to Intelligence course, followed by three weeks on Intelligence Techniques and four weeks on Operations Familiarization. Although these courses could be left separate, I think that a better and shorter presentation could be made if the courses were integrated into one familiarization course.

6. Another approach would be for all students to take the Introduction to Intelligence and International Communism courses. Then, those employees headed for the Clandestine services could take the Intelligence Techniques Course followed by the Operations Course. Those not slated for the Clandestine Services could take the Operations Familiarization Course, followed by the Intelligence Production Course if they were slated for the Intelligence or Science and Technology Directorates, or the Support Services Course if they are to end up in that directorate.

7. No matter which of these approaches is accepted, I believe the present courses should be shortened. Some specific suggestions for change are made in the attachment.

8. It is obviously very difficult to know specifically where and how much to cut without more thorough study. I recommend that a senior officer from each directorate be assigned to OTR to assist in developing a new training program for CTs.

/s/ R. J. Smith

R. J. SMITH  
Deputy Director for Intelligence

**Attachment**

**Distribution:**

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O/DDI Admin: [REDACTED] pag/5277 (19 July 1967)